

EFFECTIVENESS OF POP IMPLEMENTATION FOR POPULATION ADMINISTRATION SERVICES IN KADUNGORA DISTRICT: ANALYSIS OF CONFORMITY WITH NATIONAL STANDARDS

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ABSTRACT

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This study aims to evaluate the effectiveness of the implementation of Standard Operating Procedures (SOPs) for population administration services in Kadungora Subdistrict, Garut Regency, and to assess their compliance with national public service standards. The research questions focus on the extent to which SOPs are consistently implemented and the factors that influence service quality. The research uses a descriptive analytical qualitative approach, with data collection through in-depth interviews with subdistrict officials and the community, direct observation of the service process, and a literature review of 15 scientific references related to digitization, service innovation, and population administration service standards. Data analysis was conducted using an interactive model including reduction, presentation, and conclusion drawing. The results of the study show that SOPs have been adequately implemented, with procedures and costs that are in accordance with standards. However, there are limitations in the use of digitization, uneven service innovation, and transparency of service times. Recommendations for problem solving include optimizing public e-services, expanding proactive service innovation in all villages, and increasing transparency of service times. These findings provide relevant empirical insights for the development of more effective and responsive population administration services.

1. INTRODUCTION

Population administration services are a form of basic service directly related to the fulfillment of civil rights. Documents such as the Resident Identity Card (KTP) not only serve as legal identification but are also a primary requirement for accessing various other public services. Therefore, the effectiveness of population administration services can be an important indicator in assessing the performance of regional bureaucracies, particularly service units at the sub-district level that interact directly with citizens.

Normatively, the obligation of public service providers to establish and implement service standards is affirmed in Law Number 25 of 2009. This law stipulates that each service provider must develop service standards that cover requirements, procedures, completion timeframes, fees, service products, and complaint mechanisms. In the

context of population administration, further technical regulations are regulated through Government Regulation Number 40 of 2019, which emphasizes the importance of procedural certainty and timeliness in issuing population documents.

Despite a clear regulatory framework, several studies have shown that the implementation of service standards at the operational level still faces various obstacles. Lintang & Suherman (2023) found that the implementation of population administration service standards at the sub-district level was not fully aligned with applicable regulations, particularly in terms of timeliness and procedural clarity. This finding is supported by Abror & Hidayah (2022), who stated that the quality of population administration services is greatly influenced by the level of discipline of civil servants in implementing Standard Operating Procedures (SOPs).

From an administrative law perspective, service standards are not merely understood as administrative documents, but rather as instruments of public accountability. Ridwan et al. (2023) emphasize that public service standards have binding normative force and must be implemented consistently as a form of service provider accountability to the public. However, Fransiskawati et al. (2023) show that in practice, discrepancies still exist between regulatory standards and their implementation in the regions. This discrepancy is influenced by factors such as organizational capacity, coordination, and internal governance.

On the other hand, the development of service digitalization, as proposed by Choirunnissa & Oktarina (2025) and Yunus et al. (2023), demonstrates that technology-based innovation can drive increased efficiency in population administration services. However, the effectiveness of these innovations remains dependent on the consistency of SOP implementation and its compliance with national service standards.

Recent studies in this journal have examined related aspects of population administration services. Purba & Thamrin (2025) found that at the Tebing Tinggi Disdukcapil, tangible facilities and responsiveness were adequate but reliability and empathy needed improvement. Maliki & Al Hafis (2026) evaluated the Peta Cinta program in Jember Regency and concluded that digital service innovation expanded access to e-KTP printing, yet its effectiveness was constrained by logistical and technical barriers. However, neither study simultaneously assessed procedural compliance, digitalization utilization, service innovation, and service performance at the sub-district level using a multi-stakeholder approach. This study fills that gap by providing an integrated, empirically grounded analysis in Kadungora District, Garut Regency.

2. METHODS

This research was conducted in Kadungora District, Garut Regency, West Java, as a sub-district-level public service unit with a significant population base. Based on data from population of Kadungora District reached 95,681 people, with a total of 31,300 households spread the Garut

Regency Regional Regulation Agency (2021), the across 14 villages.

A purposive sampling strategy was employed. Twelve sub-district officials were selected based on their direct involvement in population services, including the head of the population administration unit, four counter staff, two IT support personnel, and five village liaison officers. Fifteen community members who had used population administration services within the last six months were selected proportionally from all 14 villages, with balanced distribution across age groups (18–30, 31–50, and 51+ years) and gender. Each in-depth interview lasted between 45 and 75 minutes. Direct observation was conducted for 30 service episodes. Document analysis covered 25 service records, including e-KTP applications, Family Card requests, and complaint logs. Data were analyzed using Miles & Huberman's interactive model: data reduction, data display, and conclusion drawing. Trustworthiness was ensured through source triangulation among interviews, observation, and document review.

The research approach was qualitative, as the primary focus was to understand the implementation process of SOPs for population administration services from the perspective of officials and the community, and to assess their compliance with public service standards.

3. RESULTS AND DISCUSSION

Based on research conducted by Nugraha et al. (2023) in Kadungora District, Garut Regency, from February to April 2026, findings were obtained regarding the implementation of Standard Operating Procedures (SOPs) for population administration services and their compliance with national service standards. This analysis used the following key indicators: compliance with procedures, utilization of digitalization, service innovation, and service performance.

1. Compliance with Service Standards

a. Interviews with 12 officials in Kadungora District indicated that the SOPs for issuing e-KTPs, Family Cards (KK), and birth certificates were implemented according to written procedures. Officials confirmed that documents were verified and completed in accordance with national regulations, including certainty about procedures and fees.

b. Of the 15 informants who used the services, most appreciated the accuracy of the procedures, but reported that on peak service days, document completion times sometimes exceeded the SOP standards. These findings align with Lintang & Suherman (2023), who emphasized the importance of routinely monitoring SOP compliance to ensure consistency with public standards.

One community informant stated, "The procedure is clear and there is no extra fee. I just follow the steps shown at the counter." (Informant C4, female, 29, Sukamanah Village)

2. Utilization of Digitalization

The use of digitalization in public services is part of the bureaucratic transformation (Arifah, U. (2020), which aims to improve the effectiveness, efficiency, transparency, and quality of public services. In the context of population administration services in Kadungora District, digitalization serves not only as an administrative instrument but also as a means to increase public convenience in obtaining fast, accurate, and accessible services.

From the perspective of the public as service users, the success of public service digitalization can be seen in the level of ease of access to information, speed of service, and ease of understanding available administrative procedures. Ramadhani, R., Abdillah, M., Santoso, I., Destrio, Y., Hadi, D., & Maulana, A. (2024). The existence of digital media, such as service information systems, social media, or other information platforms, allows the public to obtain information regarding requirements, procedures, and service stages without having to visit the sub-district office in person. This situation has a positive impact in the form of saving time and costs, and increasing the certainty of service received by the public.

From the public's perspective, digitalization also contributes to increasing the efficiency of population administration services. The use of information technology helps speed up administrative processes, simplify data verification, and reduce previously manual service procedures. The faster the service process perceived by the public, the higher their perception of the quality of public services provided.

Observations of public experiences indicate that some service users feel the benefits of digitalized services. Some residents believe that access to information has become easier and the service process is relatively faster compared to

conventional systems. This is reflected in the following statement from a resident:

"Service information is now easier to find because there are online media, so we already know the requirements before we come."

Despite providing convenience, the implementation of digitalization still faces various challenges. Not everyone has the same level of digital literacy, so some still experience difficulties utilizing technology-based services. Age, limited internet access, and low technological skills are obstacles to optimizing digital services. Mappatunru, A. F., & Sumarto, R. H. (2025). This condition is evident in the persistence of residents who prefer direct interaction with service officers.

"Many older people still feel more comfortable asking officers directly than using digital services."

Furthermore, technical disruptions in digital service systems also impact public perceptions of service effectiveness. When the system experiences problems, the public still faces delays in service delivery, even though the service process has been digitized.

"Service is faster than before, but sometimes when the system is experiencing problems, we still have to wait a long time."

These findings indicate that the effectiveness of digitalized public services is not only determined by the availability of technology, but also by the readiness of human resources, technological infrastructure, and the public's ability to access digital services. Therefore, optimizing the digitalization of population administration services in Kadungora District needs to be accompanied by increasing the public's digital literacy (Izhari, F. (2024)), service infrastructure, and providing assistance to community groups still experiencing difficulties using technology-based services.

Overall, the public's use of digitalized public services has shown a positive contribution to improving the quality of population administration services. However, successful implementation of digitalization still requires a balance between technological readiness, apparatus capacity, and community capabilities so that public services can run more effectively and in accordance with national service standards. Sangaji, M. S. J., & Irianto, J. (2025)

The Kadungora District's internal information system supports document recording and tracking. However, the public still relies largely on manual services, so the effectiveness of digitalization is not optimal. Stud

ies (Choirunnissa & Oktarina, 2025), (Khaerunnisa et al., 2021), (Zul & Irfan, Wahyuddin, 2024), and (Illahi et al., 2022) show that web-based or application-based digitalization improves efficiency, data accuracy, and public satisfaction. Therefore, comprehensive e-service system integration in the Kadungora District is a priority.

3. Service Innovation

The Kadungora District has implemented several innovations: a mobile service for the elderly and toddlers, and coordination with neighborhood heads (RW) for document collection in specific villages. These practices align with those of Putri B.S. (2023) and Rahmawati & Fatchuriza (2021), which demonstrate that app-based innovations and mobile service delivery improve public access.

Public service innovation is one of the efforts undertaken by government agencies to improve service quality through the development of methods, systems, technologies, and service procedures to make them more effective, efficient, and responsive to public needs. Ramadhani, R., Abdillah, M., Santoso, I., Destrio, Y., Hadi, D., & Maulana, A. (2024). In the context of population administration services in Kadungora District, service innovation is a crucial aspect because public demands for fast, easy, transparent, and high-quality services continue to increase. Therefore, the sub-district government needs to make various adjustments and develop services to meet the expectations of the public as service users.

The implementation of service innovation at the sub-district level can be realized through various efforts, such as simplifying service procedures, utilizing digital technology, developing service information systems, and increasing public accessibility to population administration services. These various innovations are not only aimed at accelerating the service process, Prabowo, H., Suwanda, D., & Syafri, W. (2022). but also to reduce bureaucratic obstacles that often contribute to low levels of public satisfaction with public services.

From the public's perspective, service innovation has a positive impact on the ease of accessing public services. The use of digital media for information dissemination, the use of service information systems, online communication media, and the provision of service consultation facilities have provided more flexible and efficient service alternatives. This situation also contributes

to improving the quality of relations between the government and the public because access to information and services has become more open and accessible. Supriyanto, E. E. (2016).

In its implementation, public service innovation is also closely linked to the effectiveness of the implementation of SOPs for population administration services. Innovation helps officials carry out service procedures more systematically, accelerates service flows, and minimizes administrative errors that could potentially hinder the service process. Thus, the implementation of service innovation can be a supporting factor in increasing the effectiveness of public service organizations.

Based on public service practices, successful service innovations generally have the characteristics of being easy to use, aligned with community needs, providing tangible benefits, and supported by strong organizational commitment. Therefore, service innovation in Kadungora District needs to be directed toward community-oriented services while adhering to the principles of effectiveness, transparency, and accountability.

Overall, public service innovation plays a crucial role in improving the quality of population administration services. The more optimally implemented innovations are, the greater the opportunity to create services that are fast, accessible, responsive, and compliant with national public service standards.

4. Service Performance

Overall, the public rated service performance as good, particularly regarding staff courtesy, procedural accuracy, and orderly document flow. However, several informants emphasized the need for transparency in service time estimates, particularly on busy days.

The performance of civil servants in public services is a crucial factor determining the quality of public service delivery. Batilmurik, R. (2025). In the context of population administration services in Kadungora District, civil servant performance is a crucial aspect because they are the primary implementers who interact directly with the public during the service delivery process. Therefore, the quality of service provided is greatly influenced by their ability to carry out their duties, understand service procedures, and provide services quickly, accurately, and professionally. Nurdin, I. (2019).

In practice, civil servant performance can be seen from their ability to carry out their duties in

accordance with established Standard Operating Procedures (SOPs). Compliance with SOPs is crucial because it creates uniformity in service delivery, reduces the potential for administrative errors, and provides service assurance to the public. Sinaga, E. J. (2019). Civil servants who understand and consistently implement SOPs tend to provide more effective and efficient services because the entire service process is carried out in accordance with established procedures.

From the public's perspective, assessment of civil servant performance is not solely based on the speed of service, but also on the officer's attitude and behavior during the service process. Aspects such as friendliness, responsiveness, communication skills, discipline, and willingness to help the public are indicators that influence public perceptions of the quality of public services. Hadi, N., & Tarwan, O. (2019). Therefore, the better the interaction between civil servants and the public, the higher the level of public satisfaction with the services received.

In addition to service behavior, civil servant competence is also a crucial factor in supporting the quality of public services. Civil servants who possess technical skills, understand service regulations, and are able to utilize information technology will be better prepared to meet the increasingly dynamic needs of public services. In population administration services, the ability of civil servants to operate digital systems and understand administrative procedures is a crucial part of increasing service effectiveness.

However, the implementation of public services still faces various obstacles that can impact civil servant performance. Limited staff numbers, high service volumes, increasing workloads, and limited supporting facilities and infrastructure are common challenges in the provision of civil servant administration services. If these conditions are not balanced with sound human resource management, service quality has the potential to decline.

Based on public service practices, civil servants with high work discipline, strong communication skills, and a service-oriented approach to the public tend to deliver more optimal service. Therefore, continuous capacity building of civil servants through training, performance evaluation, strengthening digital competencies, and fostering excellent service is necessary to improve the quality of public services.

Overall, civil servant performance is closely linked to the effectiveness of population administration service implementation. The better civil servants perform in carrying out their duties, the greater the opportunity for public services to be delivered that are fast, accurate, transparent, and responsive to the needs of the community.

5. Gap Analysis with National Standards

Based on Government Regulation No. 40 of 2019, some of the Kadungora District's SOPs comply with national standards. Gaps exist in optimizing digitalization, equalizing innovation across villages, and consistently meeting service deadlines.

1. Procedural and cost compliance is in accordance with regulations (Ridwan et al., 2023) (Fransiskawati et al., 2023) Compliance with procedures and service fees is a crucial aspect in the provision of public services because it reflects the level of transparency, accountability, and quality of service provided to the public. Abrellian, J. R., & Handayani, N. (2025). In population administration services in Kadungora District, compliance with service procedures is demonstrated through service implementation that adheres to Standard Operating Procedures (SOPs), from clarity of requirements, service stages, to certainty of service completion times. Implementing procedures in accordance with regulations not only creates a more orderly and systematic service but also helps reduce the potential for administrative errors in the service process.

In addition to compliance with procedures, the aspect of service fees is also a crucial aspect in achieving quality public services. Population administration services are implemented in accordance with applicable regulations, prioritizing the principle of transparency in service fees. Rinaldi, R. (2012). Clarity of information regarding fees provides certainty to the public, increases trust in service providers, and minimizes the potential for levies outside official regulations. Thus, compliance with procedures and costs in accordance with regulations reflects the commitment of service providers to provide services that are professional, transparent, accountable, and in accordance with public service standards.

2. Service digitalization is still limited, while service innovation is uneven (Choirunnissa & Oktarina, 2025) (Khaerunnisa et al., 2021) (Zul & Irfan, Wahyuddin, 2024) The digitalization of

population administration services in Kadungora District still faces various limitations, both in terms of infrastructure, human resources, and public accessibility to technology. Although some service processes have utilized information technology, its implementation has not been fully optimized, resulting in some services still relying on conventional mechanisms. This condition means that the effectiveness of digital-based services has not been felt equally by all citizens.

Furthermore, the implementation of service innovations has also been uneven (Farhan, A. (2023)) across all aspects of public services. The innovations implemented are still limited to certain services and have not been fully integrated into the overall population administration service process. This uneven distribution of innovation is influenced by limited supporting facilities, apparatus capacity, and public readiness to utilize technology-based services. Therefore, strengthening digital infrastructure, improving apparatus competency, and developing more inclusive service innovations is necessary to optimally improve the quality of public services.

3. Service performance is good, but service time transparency could be improved (Sim & Atong, 2023) (Munjin et al., 2024) (Dilla & Hany, 2022)

Therefore, the effectiveness of SOP implementation is quite good, but there are opportunities for improvement through comprehensive digitalization, expanded innovation, and increased service transparency.

4. CONCLUSION

Based on research on the effectiveness of the implementation of SOPs for population administration services in District, Garut Regency, during the period February–April 2026, the following conclusions can be drawn:

1. Effectiveness of Implementation of SOPs for Population Administration Services. Population administration services in Kadungora District have largely complied with SOPs and national service standards, particularly regarding procedural certainty, costs, and document accuracy. However, there are challenges in meeting service times during busy days, resulting in delays for some residents. The use of internal digitalization has improved administrative efficiency, but the use of

public e-service applications for the public remains limited. Several innovations, such as outreach services and document management through neighborhood unit (RW) coordination, have been implemented, but are not yet evenly distributed across all villages. Based on these findings, services are procedurally effective, but further development of digitalization, innovation, and time transparency is needed to optimize them.

Compliance with National Standards and Recommendations for Problem-Solving Services

2. Administrative services in Kadungora District generally comply with national public service standards as stipulated in Government Regulation Number 40 of 2019. The main obstacles identified are:

- a. limited digitalization accessible to the public
- b. uneven implementation of service innovations across all villages
- c. lack of transparency regarding service times.

Recommended solutions

include:

- Optimizing digitalization through the development of e-service applications that are widely accessible to the public.
- Expanding innovative outreach services and document management at the neighborhood unit (RW) level to ensure they are evenly distributed across all 14 villages.

This apparent contradiction between limited digitalization and high user satisfaction can be explained by adaptive expectations. Twelve of 15 community informants reported having experienced worse service conditions elsewhere, which lowered their baseline expectations. Their satisfaction therefore reflects perceived improvement rather than absolute compliance with national digitalization standards. This finding suggests that satisfaction alone is not a sufficient indicator of effective digitalization; objective measures such as system uptime, online application usage rates, and accessibility for elderly citizens are equally important.

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